

**DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
PROGRAM OFFICE AND SALARIES AND EXPENSES
OFFICE OF PUBLIC AND INDIAN HOUSING**

The Office of Public and Indian Housing (PIH) oversees and monitors a range of programs authorized and funded by Congress under the provisions of the U.S. Housing Act of 1937, as amended. The Act created the foundation for the Public and Indian Housing programs, which now provide affordable housing to over 3.3 million households nationwide. Congress provides funds to PIH to administer, operate and modernize its housing inventory, increase the capacity of approximately 3,100 Public Housing Authorities (PHAs) to effectively manage its assets and financial resources, and facilitate programs that provide supportive services to improve tenant outcomes.

PIH plays an integral role in carrying forth HUD's broader mission to create strong, sustainable, inclusive communities and quality affordable homes for all. Monitoring and asset management of PIH programs necessitates more than 1,500 employees stationed in Headquarters, forty-six field offices, and six Native American program area offices. Without a sufficient workforce to execute its share of the Department's mission, the millions of Americans eligible to participate in Public and Indian Housing programs would be greatly underserved.

The majority of PIH's effort, with respect to the Strategic Plan, is devoted to Goal 2 - Meet the Need for Quality Affordable Rental Homes. The PIH staff continues to work to improve management and service delivery in its principal business activity, which is providing decent and affordable rental housing. This work includes implementation of the Department's Strategic Plan and completion of Agency Priority Goals. These goals focus on maximizing the level of occupancy in Public and Indian Housing programs, ending homelessness, and promoting energy efficiency. To this end, PIH is focusing on several key initiatives:

1. The implementation of The Next Generation Management System (NGMS). This TI/IT initiative will fundamentally improve the business performance of HUD's rental assistance programs over several years. With modules in areas such as PIH operations, grantee operations, financial management, and business support, HUD's Rental Housing Assistance (RHA) business will become more fully refined and up-to-date with modern IT platforms and data architecture.
2. The continuation of the enterprise-wide risk management approach, which includes strategies and initiatives focused on enterprise-level direction setting with regard to risk management issues both internally and externally. This includes but is not limited to the development of risk mitigation strategies and plans to effectively support PIH's business.
3. The realignment of PIH workforce to better address our business and risk challenges in the future. PIH is re-aligning its organizational structure, functional workloads and staffing needs to optimize the efficiency of its salaries and expenses.

Headquarters and Field staff continues to monitor PHAs and provides proactive technical assistance to prevent or remediate troubled PHAs through the PHA Recovery and Sustainability (PHARS) Initiative. The Office of Native American Program staff continues to process and improve delivery in the Loan Guarantee and Block Grant Programs for Native American, Native Hawaiian, and Alaskan populations. PIH staff implements cash management strategies to improve efficient delivery of needed resources, and implements innovative programs to transform severely distressed communities that will improve the quality of life of residents.

TOTAL - SALARIES AND EXPENSES				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Services	\$194,167	\$193,999	\$193,999	-\$168
Non-Personnel Services				
Travel	3,895	4,335	5,959	2,064
Rent, Communications, Utilities	8	15	15	7
Printing and Reproduction	62	140	145	83
Other Services	1,438	1,635	8,008	6,570
Training	840	1,000	2,872	2,033
Supplies	88	100	130	42
Non-Personnel Subtotal	6,330	7,225	17,129	10,799
GRAND TOTAL	200,497	201,224	220,299	19,802
Associated FTE	1,530	1,483	1,551	21

FY 2012 Associated FTE does not include 12 FTE attributed to the American Recovery & Reinvestment Act (ARRA).

DESCRIPTION OF CHANGE FROM FISCAL YEAR 2012 TO FISCAL YEAR 2014

PIH is requesting \$220,299K and 1,551 FTE for Salaries and Expenses in fiscal year 2014, which reflects an increase of \$19,802K and 21 FTE compared to fiscal year 2012. This increase will allow PIH to maintain a staff level consistent with fiscal year 2012 actuals and will enable us to sustain the priorities identified in our program justifications. This fiscal year 2014 request assumes a .75 percent pay raise/Cost of Living Adjustment and 1 percent for promotions and within grade increases.

- PIH is requesting \$17,129K in Non-Personnel Services (NPS) funding. This is an increase of \$10,799K from fiscal year 2012 in NPS, with most of the increase directed toward technical and formal training as well as support for our expanded mission. As program operations and oversight grow and evolve, this request will enable PIH to continue on-site assessments, leading to improved PHA operational and financial management, increased occupancy, and continued compliance with regulatory requirements.
 - Travel request is \$5,959K, which is an increase of \$2,064K from fiscal year 2012. This increase is needed for onsite regulatory oversight, monitoring, technical assistance and inspections. These funds help manage the risks of the 3,100 Public Housing Agencies (PHAs) that administer critical affordable housing resources.

- Other Services request is \$8,008K, which covers technical and formal training as well as technical assistance support for our expanded mission. This additional funding will support a dramatic increase in inspections of Section 8 housing units. This reflects PIH's commitment to protecting residents and taxpayers by ensuring that funds provided to PHAs are implemented as intended. Contracting funds are crucial if PIH is to make sure the federal investment in public housing is being leveraged in a way that minimizes risks and maximizes benefit to the people and communities served. This funding will be especially critical as PIH intensifies efforts to identify and address troubled housing authorities.
- Training request is \$2,872K to upgrade staff skills and prepare staff for new responsibilities as the rate of retirement increases in PIH. Fiscal year 2014 training funds will continue PIH's commitment to making sure its staff has the knowledge and skills to stay current as PHA practices continue to evolve. Such training is particularly important for risk management in order to identify and mitigate vulnerabilities, as staff must have a thorough, practical grasp on how PHAs manage their programs on a day-to-day basis.

SUMMARY OF SYSTEMS/TOOLS REQUIRED TO MANAGE PROGRAM

Next Generation Management System (NGMS): A Department-wide reengineering of the current voucher management business models and processes across the Rental Housing Assistance Line of Business (LOB) which include Public and Indian Housing (PIH), Multifamily Housing (MFH), and Community Planning and Development (CPD) program offices. This will create a uniform funding mechanism, governed by one set of rules and regulations, that will expand the supply of affordable rental homes where most needed. It includes a comprehensive development plan to improve the business processes for several HUD programs, such as the Housing Choice Voucher (HCV) program. The primary goal of the NGMS is to develop and implement modern financial, portfolio, and risk management processes and tools to better use existing HCV and Public Housing Rental Assistance resources. Specifically, the NGMS Initiative will: enable more accurate budget forecasting and formulation by automating short-term and long-term budget forecasts and providing multi-factor, scenario driven forecasts; minimize HUD's financial risk by capturing, aggregating, and comparing multiple financial/programmatic data points to provide multi-level analytical views (e.g. unit, property, owner, PHAs, Field Office) of HCV and Public Housing program performance; improve the quality of available rental housing through improved program assessments and physical inspections of assisted units; enhance financial accountability and reduce improper payments by providing integrated financial/programmatic datasets and analytical capabilities that allow for better insight (e.g. benchmarking) into program operating costs, reserves, and subsidy payments; and reduce the time to perform HCV and Public Housing business functions by automating manual processes (e.g. On-line Re-certification) through IT.

This TI/IT initiative will fundamentally improve the business performance of HUD's rental assistance programs over several years. NGMS is developing improved information systems for the HCV program that will dramatically simplify PHA reporting and financial management processes. It's the comprehensive development plan to improve and automate the business processes for administering the HCV program. The primary goal is the build a robust set of tools to help manage the program, such as enhanced tracking controls. It also helps HUD implement cash management requirements efficiently and effectively by eliminating manual processes and streamlining funding allocations, disbursements, and reconciliations. The goal is to simplify business process

automation with business-driven, service-oriented solutions that employ shared and standardized technologies. HCV is HUD's largest rental assistance program to more than 2 million families; NGMS ensures the most efficient and accurate automation for the voucher program. The HCV program has a very large impact on the American economy in that it injects about \$20 billion into the private rental market on an annual basis.

BUDGET REQUEST BY FUNCTION

Tenant Based Rental Assistance (TBRA) Operations and Monitoring

The Tenant-Based Rental Assistance Operations and Monitoring function captures the principal operational activities of the Housing Choice Voucher (HCV) Program. This program provides affordable housing to low-income families in the private market. Activities include establishing rules and strategic orientation of the program, responding to inquiries from stakeholders, and providing customer service and technical assistance to Public Housing Authorities (PHAs) administering the program. Also included is forecasting the budgetary needs of the HCV program, developing and preparing budget requests based on those forecasts, calculating and allocating voucher renewal funding in accordance with the Appropriations Acts, and evaluating PHA applications for additional funding from the set-asides. In addition, this captures workloads for onsite and remote reviews of financial and operational information and conducting quality assurance reviews. This ensures good program management practices and optimum uses of funds. PIH monitors PHAs primarily by reviewing their leasing rate and spending of housing assistance payments throughout the year. The Optimization Tool assists PHAs in projecting the level of funding necessary to maintain certain leasing rates and to take into account factors such as attrition, reserves, and new vouchers awarded to the PHA. This optimization tool also plays a key role in the prevention of funding shortfalls and the stabilization of program operations. PIH and its Field Offices are actively working with PHAs in order to assist them in moving into and/or staying within this optimal zone of program management.

TBRA Operations Monitoring				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$37,406	\$37,455	\$38,656	\$1,250
Non-Personnel Services				
Travel	750	520	675	(75)
Other Services	519	690	5,325	4,805
Non-Personnel Subtotal	1,270	1,211	6,000	4,730
GRAND TOTAL	38,676	38,666	44,656	5,980
Associated FTE	295	286	295	(0)

FTE/Workload Summary & Summary of Change

- 216 FTE will be used to ensure that approximately 2,300 PHAs utilize all available funding to maximum voucher utilization of vouchers. This process assists PHAs in projecting the level of funding necessary to maintain certain leasing rates and to take into account factors such as attrition, PHA reserves, and new vouchers awarded to the PHA. This is the same level as fiscal year 2012.
- 35 FTE will be used to conduct on-site reviews of PHAs to validate their data submission, and provide technical assistance or sanction serious compliance violations. This improves the management performance level, accountability, and data reporting of local public housing agencies participating in the Department's voucher rental assistance and homeownership programs while maximizing the cost and management effectiveness and efficiency of the programs. This is the same level as fiscal year 2012.
- 20 FTE will be used for the remote monitoring of approximately 2,300 PHAs. This is the same FTE level as fiscal year 2012.
- 14 FTE will be used for business of government activities, external collaboration/customer service, and training/technical assistance. This is the same FTE level as fiscal year 2012.
- 10 FTE will be used for program development, implementation, monitoring, and oversight of approximately 2,300 PHAs. This is the same level as fiscal year 2012.

Public Housing Operations and Monitoring

The Public Housing Operations and Monitoring function includes all activities associated with the operating, maintaining, and efficiently managing affordable rental opportunities for low-income families. Specific activities include field management and oversight PHAs administering the program, on-site and remote monitoring of PHAs, occupancy maximization; maintaining data systems related to public housing and resident demographics; addressing inquiries from PHAs, resident groups, and the public; and providing customer service to both internal and external customers of the Public Housing program. In addition, this function captures the activities related to the Portfolio Management Tool (PMT). The PMT provides information on what projects warrant additional site visits or special attention; utilizes information from the Real Estate Assessment Center's physical inspection or a project, and Financial Data Schedule data. Headquarters monitor progress in the occupancy initiative through the Public and Indian Housing Information Center (PIC) universe report. Information and technical assistance is provided to Regional Directors and offices where occupancy rates are lower than expected. Headquarters also monitor progress through quarterly goals, comparing actual progress to the goals for the quarter on a network and office basis.

Public Housing Operations Monitoring				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$36,224	\$37,573	\$38,750	\$2,525
Non-Personnel Services				
Travel	727	564	715	(12)
Other Services	503	543	1,225	722
Non-Personnel Subtotal	1,230	1,106	1,940	710
GRAND TOTAL	37,454	38,679	40,689	3,235
Associated FTE	285	287	297	12

FTE/Workload Summary & Summary of Change

- 195 FTE will be used to ensure that 3,100 PHAs utilize available funding to maximize occupancy for existing units. This involves ensuring building and unit data from PIC are current and for developing occupancy goals with the PHAs. This is an increase of 7 FTE from fiscal year 2012 due to the increased workload in finding occupancy opportunities as PHAs become more efficient in filling available units.

- 42 FTE will be used for on-site monitoring reviews of PHAs to validate their data submission, and provide technical assistance or sanction serious compliance violations. This is an increase of 3 FTE from fiscal year 2012 due to a 17 percent increase of on-site reviews.
- 30FTE will be used for program management, business of government activities, external collaboration/customer service, green energy activities and 6,200 management certification assessments. This is the same level as fiscal year 2012.
- 26 FTE will be used for remote monitoring of 3,100 PHAs. This is the same level as fiscal year 2012.
- 4 FTE will be used for PHA & Congressional Stakeholders Inquiries/assistance. This is the same level as fiscal year 2012.

Indian Housing Operations and Monitoring

The Indian Housing Operations and Monitoring function performs all activities associated with the operating, maintaining, and efficiently managing affordable housing and tribal and reservation Block Grant development opportunities for Native American and Hawaiian families. These activities include but are not limited to: field management and oversight of Tribally Designated Housing Entities (TDHEs), administering the program; on-site and remote monitoring; and maintaining data systems. The staff addresses inquiries from tribes, resident groups, and the public; provides customer service to both internal and external customers of the Office of Native American programs.

Indian Housing Operation Monitoring				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$13,697	\$13,667	\$14,092	\$395
Non-Personnel Services				
Travel	275	347	517	242
Other Services	190	368	738	547
Non-Personnel Subtotal	465	715	1,254	789
GRAND TOTAL	14,162	14,382	15,346	1,184
Associated FTE	108	105	108	0

FTE/Workload Summary & Summary of Change

- 57 FTE will be used for more than 1,500 Grant Management reviews & assistance. This is the same level as fiscal year 2012.
- 22 FTE will be used for over 700 Indian Housing Plan reviews & enforcement actions. This is the same level as fiscal year 2012.

- 12 FTE will be used for managing contracts. This is the same level as fiscal year 2012.
- 9 FTE will be used for performance reports reviews. This is the same level as fiscal year 2012.
- 8 FTE will be used for monitoring and oversight of grantees to validate their data submission, and provide technical assistance or sanction serious compliance violations. This is the same as fiscal year 2012.

Public Housing Modernization, Development and Repositioning

The Public Housing Modernization, Development and Repositioning function involves all operational and monitoring activities associated with the Capital Fund Program, a formula-based program that finances Public Housing modernization and management improvement activities and supports other rental housing programs administered under PIH. Also included are the HOPE VI and mixed financed activities and developments, demolition and disposition applications and homeownership activities. Tasks consist of on-site and remote monitoring of PHA compliance with program requirements, collecting and validating data, providing customer service and technical assistance to PHAs and other stakeholders, and promoting energy efficiency in capital projects.

Public Housing Modernization, Development and Repositioning				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$12,111	\$11,849	\$12,216	\$105
Non-Personnel Services				
Travel	243	217	398	155
Non-Personnel Subtotal	243	217	398	155
GRAND TOTAL	12,354	12,065	12,614	260
Associated FTE	95	91	93	(2)

FTE/Workload Summary & Summary of Change

- 24 FTE will be used for remote monitoring of 11,346 open Capital Fund grants. This is the same level as fiscal year 2012.
- 21 FTE will be used for 500 Capital Fund application reviews. This is a decrease of 1 FTE from fiscal year 2012 due to an increase in productivity in reviewing grants.
- 12 FTE will be used for on-site monitoring reviews of PHAs to validate their data submission, and provide technical assistance or sanction serious compliance violations. This improves the management performance level, accountability, and data reporting of local public housing agencies and to maximize the cost and management effectiveness and efficiency of the programs. This is a 1 FTE decrease from fiscal year 2012 due to improvements in monitoring processes.

- 7 FTE will be used for 235 Congressional and ad hoc inquiries. This is the same level as fiscal year 2012.
- 9 FTE will be used for reviews of 11,346 Open Capital Fund Grants. This is the same FTE level as fiscal year 2012.
- 8 FTE will be used for program development, monitoring, and oversight of 3,100 PHAs. This is the same FTE level as fiscal year 2012.
- 6 FTE will be used for 20 Planning Document reviews. Mixed finance staff will review proposals by PHAs to enter into mixed finance transactions, including Sources and Uses for financial feasibility and accompanying legal documents to ensure, among other provisions, the continued use of the property as affordable housing. This is the same level as fiscal year 2012.
- 3 FTE will be used for 10 PHA site visits. This is the same level as fiscal year 2012.
- 3 FTE will be used for 63,000 requests for PHA Stakeholders assistance. This is the same level as fiscal year 2012.

Innovation Program and Demonstrations

The Innovation Program and Demonstrations function includes all activities associated with major housing and neighborhood revitalization and community development efforts financed through the Choice Neighborhoods Initiative. Through this program, neighborhoods of extreme poverty are transformed into sustainable communities with decent, safe, and sanitary housing and well-functioning services, schools, and transportation. Other major demonstration and initiatives such as the Rental Assistance Demonstration, the Moving-to-Work Program and the White House Neighborhood Revitalization Initiative and all associated activities are included in this function. This function also involves: collaboration with other federal, state, local and non-profit partners; on-site and remote monitoring of the grantees for program compliance; and providing customer service to stakeholders in community revitalization and demonstration efforts.

Innovation Program and Demonstrations				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$2,444	\$2,759	\$4,697	\$2,254
Non-Personnel Services				
Travel	49	217	398	349
Non-Personnel Subtotal	49	217	398	349
GRAND TOTAL	2,493	2,976	5,095	2,603
Associated FTE	19	21	35	16

FTE/Workload Summary & Summary of Change

- 14 FTE will be used to process new Implementation and Planning grants. This is an increase of 12 from fiscal year 2012 commensurate with the increase in funding and additional Planning and Implementation Grants in the Choice Neighborhoods Program (10 Implementation Grants/20 Planning Grants)
 - PIH continues to need support for the Choice Neighborhoods program to meet rising demand as projects move from proposal to implementation. Staff is necessary for several activities to include: writing NOFAs and coordinating all phases of competition, reviewing grant proposals for accuracy, and verifying required documentation; developing and implementing program guidance and providing technical assistance to grantees' and monitoring grants during their life-cycle to ensure adherence to established guidelines, as well as the expeditious and judicious use of federal funds. The additional staff is needed as existing HOPE VI staff remains focused on managing grants and other mixed-finance development projects. Further, increased workload will be driven by the review of more complex Choice Neighborhoods grant proposals, as they will involve greater use of partnerships more so than traditional HOPE VI grants. Current staff cannot be utilized, as that would reduce both Headquarters and Field Staff from providing the full complement of on-site and remote monitoring for the existing Choice and Moving to Work Program participants. Requiring existing staff to absorb an expanded program will increase the risk and potential for project failures at the local level as well as under-serve new grant awards with the additional Choice Neighborhoods funding being provided. Without additional resources to make sure Choice Neighborhoods is sufficiently staffed, risk of failure in grant award, execution and program success will be severe.
- 12 FTE will be used to provide external collaboration, customer service, training and technical assistance to PHAs and eligible grantees. This is an increase of 2 FTE from fiscal year 2012 due to increased funding and demand for Choice Neighborhood funding.
- 6 FTE will be used for 70 on-site reviews and the remote monitoring of an additional 70 PHAs. This is an increase of 1 FTE from fiscal year 2012 to service new grantees.
- 3 FTE will be used for grantee monitoring. This is an increase of 1 FTE from fiscal year 2012 due to an increase in grantees.

Native American and Native Hawaiian Homeownership

The Native American and Native Hawaiian Homeownership function includes providing opportunities for low-income families to achieve homeownership through the Indian Housing/Native Hawaiian Loan Guarantee programs, to include remote and on-site monitoring of Indian Housing Authorities (IHAs) and Tribally Designated Housing Entities (TDHEs) administering homeownership programs in their jurisdictions. Providing customer service and other supportive services to participants are important components of this function.

Native American and Native Hawaiian Homeownership				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$5,496	\$5,676	\$5,855	\$359
Non-Personnel Services				
Travel	110	87	279	169
Non-Personnel Subtotal	110	87	279	169
GRAND TOTAL	5,607	5,763	6,134	528
Associated FTE	43	43	46	3

FTE/Workload Summary & Summary of Change

- 41 FTE will be used for monitoring and oversight of 566 Tribes/TDHEs. This oversight validates their data submission, and provides technical assistance or sanction for serious compliance violations. This improves the management performance level, accountability, and data reporting of local public housing agencies and to maximize the cost and management effectiveness and efficiency of the programs. This is an increase of 3 FTE from fiscal year 2012 to conduct enhanced default prevention activities.
- 2 FTE will be used for processing 4,689 Section 184's loans. This is the same level as fiscal year 2012.
- 1 FTE will be used for processing 70 184-A applications. This is the same level as fiscal year 2012.
- 2 FTE will be used for processing 1,000 Title VI Loans applications. This is the same level as fiscal year 2012.

Resource Formulation, Allocation and Financial Management

The Resource Formulation, Allocation and Financial Management function distributes and tracks Program funds, develops Congressional budget justifications, develops and interprets policies and procedures for the use of PIH resources responds to legislative inquiries on PIH's budget requests. Collaborating with PIH offices to complete budget actions including the provision of customer service, establishing proper procedures for committing, obligating, and expending PIH funds is an essential portion of this function; implements and documents those processes in the administrative control of funds plans, and reviews unliquidated obligations on a regular basis.

Resource Formulation, Allocation and Financial Management				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$12,150	\$11,613	\$11,976	(\$174)
Non-Personnel Services				
Travel	244	87	279	35
Non-Personnel Subtotal	244	87	279	35
GRAND TOTAL	12,394	11,700	12,255	(138)
Associated FTE	96	89	91	(5)

FTE/Workload Summary & Summary of Change

- 62 FTE will be used for 44,462 Fund Management and Control actions. This is the same level as fiscal year 2012.
- 16 FTE will be used for 3,860 Budget Formulation and Execution activities. This is a decrease of 3 FTE from fiscal year 2012 due to staff realignment and cross training.
- 6 FTE will be used for Congressional, OMB and Departmental inquires for financial management information. This is the same level as fiscal year 2012.
- 7 FTE will be used for 6,155 NOFA processing activities. This is a decrease of 2 FTE from fiscal year 2012 due to business process improvements.

Financial, Physical and Program Integrity

The Financial, Physical and Program Integrity function includes the performance of financial and physical assessments and quality assurance reviews of PHAs administering the Public Housing and HCV Programs. Activities under this function include data accumulation, analysis, and validation on the financial health of the PHAs and the physical condition of public housing across the nation. Assessments to insure program integrity and proper payments are also included in this function. PIH conducts Quality Assurance (QA) oversight in two broad areas: physical inspections of the HUD property portfolio and financial components of program operations. The financial component includes in depth analyses of troubled PHA operations, independent reviews of the audit reports submitted for the property portfolio, independent validations of funding formula calculations and effectiveness and efficiency reviews. Both missions are mandated by law. In the physical inspection area, PIH not only ensures that the contracted inspectors follows proper inspection protocol by conducting Control Quality Assurance Reports (CQA) and Limited Quality Assurances (LQA) (on-site full and limited inspections) but also conducts training.

Financial, Physical and Program Integrity				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$32,803	\$32,904	\$33,946	\$1,143
Non-Personnel Services				
Travel	658	1,517	1,586	927
Non-Personnel Subtotal	658	1,517	1,586	927
GRAND TOTAL	33,461	34,421	35,531	2,071
Associated FTE	258	252	258	(0)

FTE/Workload Summary & Summary of Change

- 141 FTE will be used for 66,742 Physical/Financial assessments. This is the same level as fiscal year 2012.
- 66 FTE will be used for 122,455 Section 8 Quality Assurance Reviews, Financial Assessments, Forensic Audits, and Shortfall Prevention efforts. This is the same level as fiscal year 2012.
- 23 FTE will be used for the remote monitoring of 3,100 PHAs. This is the same level as fiscal year 2012.
- 16 FTE will be used for Public Housing Investment monitoring and public housing external collaboration and governance activities. This is the same level as fiscal year 2012.
- 12 FTE will be used for on-site reviews of PHAs where required. This is the same level as fiscal year 2012.

Quality Assurance and Training Development

The Quality Assurance and Training Development function includes the managing, training and developing of staff within PIH. Activities include establishing personnel policy, reviewing work assignments, managing work flow to meet critical deadlines, conducting performance reviews and succession planning. This function also captures time spent on employee training and development as well as other administrative duties such as time and attendance.

Quality Assurance and Training Development				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$16,673	\$16,400	\$16,913	\$240
Non-Personnel Services				
Travel	334	434	596	261
Training	840	1,000	2,872	2,033
Non-Personnel Subtotal	1,174	1,434	3,468	2,294
GRAND TOTAL	17,847	17,833	20,381	2,534
Associated FTE	131	125	129	(2)

FTE/Workload Summary & Summary of Change

- 97 FTE will be used for Staff Management/Development and administrative tasks. This is a decrease of 2 FTE from fiscal year 2012 due to business process improvements.
- 30 FTE will be used for 1821 Training sessions over PIH entire workforce. This is the same level as fiscal year 2012.
- 2 FTE will be used for Employee Performance Management tasks. This is the same level as fiscal year 2012.

Strategic Planning and Risk Management

The Strategic Planning and Risk Management function includes all activities associated with development of strategic and management action plans. In addition, it includes risk management activities and reviews to ensure the highest level of accountability and integrity in the delivery of PIH programs. Activities under this function include development of PIH's contribution to the Department's Strategic Plan and implementation of the PHA Recovery and Sustainability (PHARS) Initiative. This initiative is a targeted and holistic placed-based recovery that requires intensive on-site assessments, technical assistance and diligent engagement with the PHA staff, board and local appointed officials. In addition, the Enterprise Risk Management approach which includes strategies and initiatives focused on enterprise-level direction setting with regard to risk management issues both internally and externally. This includes but is not limited to the development of risk mitigation strategies and plans to effectively support PIH's business.

Strategic Plan and Risk Management				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$6,979	\$6,735	\$8,157	\$1,178
Non-Personnel Services				
Travel	140	87	279	139
Other Services	97	-	-	(97)
Non-Personnel Subtotal	237	87	279	42
GRAND TOTAL	7,216	6,822	8,436	1,220
Associated FTE	55	52	61	6

FTE/Workload Summary & Summary of Change

PIH's fiscal year 2014 Salaries and Expenses (S&E) Budget will provide for the increased effort in the prevention and remediation of troubled PHAs. Successful intervention in poorly performing and troubled PHAs offers the best method of minimizing loss and maximizing benefits in the public housing programs. For a relatively modest amount of S&E funds dedicated to this function, enormous gains occur in the preventing misspending or ineffective use of scarce public housing operating, capital and Section 8 funds.

- 37 FTE will be used for Recovery, Sustainability and Receivership activities with near-Troubled, Troubled and PHAs in Administrative or Judiciary Receivership. This is an increase of 10 FTE from fiscal year 2012 to significantly expand this initiative.
 - The additional 10 FTE required for this function will be used to expand PIH's successful PHA Recovery and Sustainability (PHARS) Initiative. Under PHARS the physical, financial, governance and management of a poorly performing PHA is addressed in a comprehensive manner to bring the PHA back to sound operational status. Under existing policy, staffing is available to service 50 troubled PHAs and 6 PHAs in receivership. However, there are more than 100 troubled PHAs currently in our inventory. Without these additional FTE for troubled PHAs, it would limit the success of this initiative and adversely impact PHA recovery time and diminish progress toward reducing the number of PHAs in troubled status. Given the significant investment of resources and staff time that has already been devoted to this initiative, not receiving the additional FTE to engage PHAs during the recovery process will greatly undermine the success of the stated goal to reduce the number of PHAs in troubled status.
- 13 FTE will be used for 10 Strategic Planning & Risk Management reviews. This is a decrease of 3 FTE from fiscal year 2012 due to decreased workload.

- 11 FTE will be used for 46 Portfolio Management Tool activities such as the maximization of resources or providing technical assistance to PHAs and other partners. This is a decrease of 1 FTE from fiscal year 2012 due to increased efficiency in the use of the Portfolio Management Tool.

Legislative/Policy Development, Research and Review

The Legislative/Policy Development, Research and Review function includes the planning, developing, implementing, overseeing, reviewing and revising new policies, program initiatives, directives, legislative/regulatory proposals, implementation notices, federal register notices, handbooks, guidebooks and research that are relevant to the improvement of PIH programs and/or delivery of services.

Legislative/Policy Development, Research and Review				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$8,966	\$8,645	\$8,916	(\$50)
Non-Personnel Services				
Travel	180	173	158	(22)
Non-Personnel Subtotal	180	173	158	(22)
GRAND TOTAL	9,146	8,818	9,074	(72)
Associated FTE	71	66	69	(2)

FTE/Workload Summary & Summary of Change

- 35 FTE will be used for Legislative & Policy Development initiatives. This is a decrease of 1 FTE from fiscal year 2012 due to decreased workload.
- 34 FTE will be used for Policy & Regulatory Review/Program actions. This is a decrease of 1 FTE decrease from fiscal year 2012 due to decreased workload.

Business Analysis and Operations

The Business Analysis and Operations function provides key administrative and support services within PIH Headquarters' operations. Critical IT support for PIH systems, procurement and contracting activities, and audit liaison and resolution workload are contained within this function, as well as human resource services, the processing of training requests and EEO complaints, performing correspondence services, providing internal customer service and other administration management tasks.

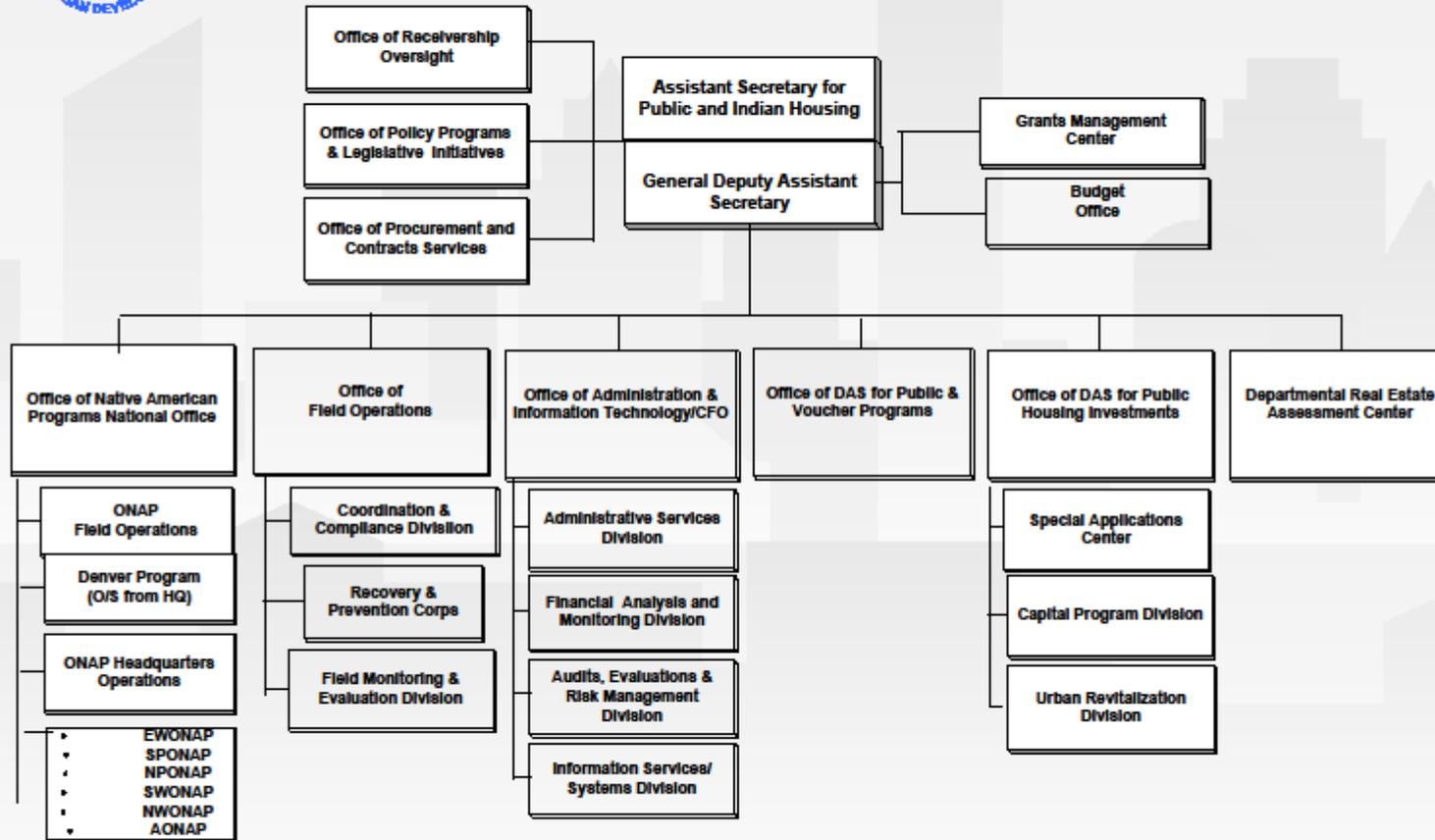
Business Analysis and Operations				
(dollars in thousands)				
	FY 2012	FY 2013	FY 2014	FY 2012 to FY 2014
Personnel Subtotal	\$9,218	\$8,723	\$8,995	(\$222)
Non-Personnel Services				
Travel	185	87	79	(106)
Rent, Communications, Utilities	8	15	15	7
Printing and Reproduction	62	140	145	83
Other Services	128	33	721	593
Supplies	88	100	130	42
Non-Personnel Subtotal	470	375	1,090	620
GRAND TOTAL	9,688	9,098	10,086	398
Associated FTE	73	67	69	(4)

FTE/Workload Summary & Summary of Change

- 29 FTE will be used for 3,092 Administration Management and Support actions. This is a decrease of 4 FTE from fiscal year 2012 due to savings in human resource management through USA staffing and other personnel systems improvements.
- 26 FTE will be used to perform IT assistance for 11 PIH systems. This is the same level as fiscal year 2012.
- 9 FTE will be used for 693 Contract & Procurement actions. This is the same FTE level as fiscal year 2012.
- 5 FTE will be used for Financial Management and IG Audit actions. This is the same FTE level as fiscal year 2012.



OFFICE OF PUBLIC AND INDIAN HOUSING



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